The Mayors' Institute on City Design

Winter 2006 Newsletter

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Lower 9th Ward, Post-Katrina
New Orleans, Louisiana
PHOTO: [illegible]

Mayors' Institute Holds Special Session in Gulf Coast

"Cities recover. That's what they do. That's the history of the world. The Gulf Coast will be restored. It's hard to see that when you're in the midst of the rubble, but it will happen."

Mayor Joseph P. Riley, Jr.

When Hurricane Katrina made its second landfall in Louisiana on the morning of August 29, 2005, national media exhaled a collective sigh of relief: New Orleans had been spared. Relief quickly changed to horror as Katrina made a third landfall and coastal towns in Mississippi saw record storm surges of up to 34 feet. And while initially spared from the high winds of the strong category three hurricane, several sections of the levee system in New Orleans collapsed within hours of the hurricane's passing. Entire towns had been washed away and the bowl of New Orleans was filling.

In the weeks and months following Katrina, support poured into the affected areas. People and organizations from all over the world have found creative means of helping, from providing everyday necessities like toothbrushes and deodorant to granting longer-term assistance with bills and loans. As immediate needs were being addressed, local officials began the arduous task of looking toward the future for their cities and regions. Designers responded, and now these cities have no shortage of design and planning assistance.

On November 14th and 15th, the Mayors' Institute on City Design hosted mayors from the affected regions with a single goal in mind: to help these mayors make the best possible solutions as they consider the challenges and opportunities associated with city design and redevelopment. "We understand that the Gulf Coast mayors are not in need of any more design proposals; they are getting them from every angle," said Jeff B. Speck, Director of Design at the National Endowment for the Arts. "Rather, what they need is the opportunity to revisit the basic principles of design and the fundamentals of good city-making so they can wisely interpret and weigh all the advice they are receiving."

On November 14th, MICD hosted mayors from the Mississippi Gulf Coast communities where a team of planning and design experts interacted with local leaders to determine their concerns and hopes for the future. Attending the meeting in Biloxi were **Mayor A.J Holloway of Biloxi, Mayor Brent Warr of Gulfport, Mayor Pete Pope of Gautier, Mayor Rusty Quave of D'Iberville, Mayor Matthew Avara of Pascagoula**, and **Mayor Connie Moran of Ocean Springs**. After hearing the issues, experts offered advice on best practices and addressed specific concerns about the built environment. Discussion focused on the role of the mayor in redevelopment, the planning process leading toward implementation, preservation of the unique character of each community, waterfront redevelopment, and regional urban design considerations in a rebuilding plan.

The institute in Biloxi was followed by a second MICD event in New Orleans on November 15th that was attended by **Mayor C. Ray Nagin, Lt. Governor Mitch Landrieu**, and **City Council President Oliver Thomas**, as well as representatives from the Bring New Orleans Back

Commission. After touring the most damaged areas of New Orleans with Mayor Nagin and hearing New Orleans and Louisiana leaders present their major concerns and questions about the rebuilding effort, the Institute quickly focused in on specific ways of creating real change and improvements in the built environment. Particular attention was given to involving citizens in the planning process and creating a plan for developers to respond to, rather than the city responding to developers' plans.

The MICD team was led by Charleston **Mayor Joseph P. Riley, Jr.**, the founder of the Mayors' Institute on City Design in 1986. Mayor Riley is celebrated for his city's revitalization following the devastation caused by Hurricane Hugo in 1989. "Cities recover," he reflected. "That's what they do. That's the history of the world. The human spirit responds. People build and rebuild. People pick up and get back to work. They always have and they always will.

"Obviously you never wish for a natural disaster -- the destruction, the disruption. But they create opportunity, an opportunity to plan for a better future.

"The Gulf Coast will be restored," Riley further stated. "It's hard to see that when you're in the midst of the rubble, but it will happen. It happened after the bombing of London and Berlin and Dresden in World War II. It happened in Richmond after the Civil War. It happened in San Francisco after the earthquake and Chicago after the fire."

The Mayors' Institute on City Design will continue to provide services to the affected areas during 2006 through generous matching grants from the National Endowment for the Arts and the American Architectural Foundation.

The mayors were assisted by a resource team of other mayors, architects, urban designers, engineers and landscape architects that included: **Maurice Cox**, Associate Professor at the University of Virginia's School of Architecture and former Mayor of Charlottesville, Virginia; **Mary Margaret Jones**, President, Hargreaves Associates and noted landscape architect; **Maxine Griffith**, Vice President for Government and Community Affairs, Columbia University and former Director of City Planning for Philadelphia; **Stan Lowe**, Vice President of Community Revitalization, National Trust for Historic Preservation; **Rick Chellman**, Principal, TND Engineering, expert on traffic and transportation issues; **Harvey Gantt**, Founder and Partner, Gantt Huberman Architects and former Mayor of Charlotte, North Carolina; **Kimberly Brown**, Assistant Professor, Mississippi State University College of Architecture and Director of the Carl Small Town Center; and **Grover Mouton III**, Director, Tulane Regional Urban Design Center.

Mayor Nagin recently summed up his experience with the Mayors' Institute at the Winter Meeting of the United States Conference of Mayors by stating, "Mayor Riley and the Mayors' Institute on City Design came down and talked to us about what to do and put things in proper perspective. And we are on the mend. We're on the rebuild.

"And we are imagining a city that will be revitalized, will be better than it was before. It's probably one of the safest urban environments in America. Unfortunately we had to go through Katrina to get there. But we're keeping hope alive, and the city is going to stand itself up."

Above: Collapsed house in the Lower 9th Ward, New Orleans
PHOTO: TRINITY SIMONS

Inset: L-R: The Honorable C. Ray Nagin, Jeff Speck, Harvey Gantt
PHOTO: TRINITY SIMONS

The University and City Design:

MICD and Penn Partner to Explore Impact of Urban University Development in Cities

"There is a symbiotic relationship between the health and success of universities and the communities where they reside.

This Institute focused on creative ideas about ways to develop stronger university-city partnerships."

Aaron Koch, MICD Director

Above (L-R): Omar Blaik, Mayor Bill Bogaard
PHOTO: STUART A. WATSON

With student populations expanding rapidly, faculty expressing the need for more office and research space, and administration working to keep more students living on campus, many universities around the nation are finishing, starting, or in the midst of campus expansions.

The University of Pennsylvania recently underwent such a campus expansion, though its motives encompassed more than a need for space. Following two student murders and a rapidly developing reputation for having an unsafe campus, in 1996 Penn made a commitment to clean up the neighborhood.

Through the West Philadelphia Initiative, Penn has invested about a billion dollars in the neighborhood, helping to support everything from retail and security to local housing and schools. Crime has dropped 49% over the last decade, the number of applications has risen significantly, and students and residents alike fill the sidewalks.

On November 16-18, The Mayors' Institute on City Design partnered with the University of Pennsylvania to host a first-of-its-kind symposium critically examining the relationship between universities and their cities. The Penn MICD session was titled *The University and Public Design: the Impact of Urban University Development in Cities*. It highlighted the importance of universities in defining the urban landscape – helping mayors and universities work collaboratively to implement strategies that will ultimately benefit both the public sector and the university community. "There is a symbiotic relationship between the health and success of universities and the communities where they reside," said Aaron Koch, Director of the Mayors' Institute on City Design. "This Institute focused on creative ideas about ways to develop stronger university-city partnerships."

The following cities were represented by their mayors and officials from universities in each of the cities:

Bethlehem, PA—Mayor John Callahan and Gregory Farrington, President, Lehigh University
Miami, FL—Donna Shalala, President, University of Miami and Sergio Rodriguez, Vice President for Real Estate, Campus Planning and Construction, University of Miami
Pasadena, CA—Mayor William Bogaard, Dean Currie, Vice President, California Institute of Technology, and Patricia Oliver, Senior Vice President, Educational Planning and Architecture, Art Center College of Design
Providence, RI—Mayor David Cicilline and Robert Zimmer, Provost, Brown University
Salt Lake City, UT—Mayor Ross Anderson and John Francis, Senior Vice President Academic Affairs, University of Utah

Throughout the session, mayors presented collaborative projects alongside the university officials. Issues ranged from student housing and public transportation to economic development and neighborhood integration. "The Mayors' Institute reminded all participants of the economic power of universities and the potential from them for significant community benefits," Mayor Bogaard reflected. "The case studies dramatically demonstrated the importance of city-university collaboration."

Bethlehem Mayor John Callahan and Lehigh University President Gregory Farrington presented a challenge unique to their city: the closure of the former Bethlehem Steel plant. "We have 1800 acres - 20% of the land mass of the city to rebuild - a tremendous challenge yet also an equally amazing opportunity for a 250 year-old city," said Mayor Callahan. "As Mayor I want ensure that everything we do has an eye towards good planning and design. Lehigh has been a tremendous partner with Bethlehem throughout our ongoing resurgence. Having an opportunity for a mayor and a university president to get away from the day-to-day responsibilities and focus on a particular project together has tremendous benefit."

Following presentations, a panel of resource experts directed the conversation to key areas and solutions, all while providing general advice about good design principles. Salt Lake City Mayor Ross Anderson commented, "The input by obviously passionate, engaged experts helped us develop the ideas that will someday provide a transit-oriented, walkable mixed-use project linking our downtown to the University of Utah in unprecedented ways."

The resource team consisted of outstanding design and participants including **Karen Alschuler**, Principal and Director of Planning and Urban Design for Simon Martin-Vegue Winkelstein Morris; **Omar Blaik**, Senior Vice President, Facilities and Real Estate Services, University of Pennsylvania; **Rick Chellman**, Founder and Principal, TND Engineering; **Michael Dennis**, Professor of Architecture, Massachusetts Institute of Technology; **Gayle Farris**, President, Forest City-Science + Technology Group; **Steven Foote**, Principal, Perry Dean Rogers and Partners Architects; **Alexander Garvin**, President and CEO, Alex Garvin and Associates; **John Livingston**, President and COO, Tishman Urban Development Group; **Dennis Pieprz**, President, Sasaki Associates; **Rich Richman**, Chairman, The Richman Group of Companies; **Margie Ruddick**, Principal, Wallace, Roberts & Todd; and **Lisa Gould**, Director of Health + Science Design Skidmore, Owings & Merrill, LLP.

Hugh Hardy Promotes the Importance of Cultural Resources in Redevelopment

At the 36th session of the Mayors' Institute on City Design in Charleston, South Carolina, architect Hugh Hardy of the H3 Hardy Collaboration Architecture in New York addressed core issues of urhan planning to an audience of mayors looking to reinvigorate various parts of their cities. Hardy spoke of general principles which make good spaces and cities by asking the questions, "What happens when you have to reinvent, renew, restore, reimagine a city? Where do you hegin, how do you do it?"

Hardy began by stressing that "making objects is not the way you make cities." Consumers have long bought and sold buildings as "objects," but it is the job of the mayor to ensure that these buildings are successful at making places. Hardy insists that what makes cities persevere is "how [the buildings] come together, how the interrelation of all those things contribute to the making of places... It is more important to talk about what buildings and places should do rather than what they look like."

The fabric which brings these buildings together is the street. Hardy is a champion of the street and the activity which goes along with it. Using New York City as a backdrop in describing the dynamic movement and commerce which can happen on the street, he reminded mayors that it's possible to create active, vihrant streets in any community if the focus is on the pedestrian and not the car.

Every community has an opportunity to leverage their tremendous cultural resources. Culture, he claims, "is what gives places their identity." Identifying and promoting existing culture within the community is key to enlivening the streets of neighborhoods and communities. As a member of New York New Visions, a group of New York professionals engaging in a pro-bono effort to address issues surrounding the rebuilding of Lower Manhattan, Hardy experienced first-hand the importance of negotiating the existing cultural structure within the community.

He reflects, "when the subject of downtown first came up, everyhody said you have to have housing, you have to have jobs, you have to fill in the hole, you have to have a memorial, you have to have this, you have to have that, before there was any device to make it happen. It seemed absolutely essential to make visible what had, in fact, become invisihle - which was the life that was already there. There was extraordinary transformation occurring downtown where office buildings and the third largest business district in the country werc becoming a residential community."

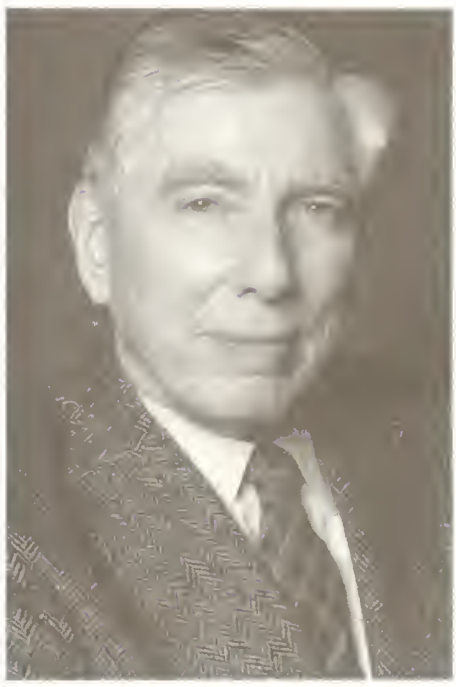
He goes on to highlight the arts activities that were occurring in the area - small galleries, experimental rooms, avant-garde theatre – hut were not well known or puhlicized. In creating a simple map of these activities and how they related to the neighborhood and the forgotten waterfront, a group from New York New Visions was able to allow New Yorkers and tourists alike to see this creativity in a new way.

While it is important to understand and highlight culture which is happening on the streets in every city, it is equally important to build relationships that formalize and promote the cultural identity of the community. Hardy related his experiences with the Brooklyn Academy of Music (BAM), a performing arts center that is easily accessible to the local community. In supporting a plethora of activitics – from events that are covered in the *New York Times* to impromptu street performances – the BAM has demonstrated that "the arts themselves can be the lynch pin for urban development."

National experts like Hardy participate in each Mayors' Institute on City Design, where two and a half days are dedicated to mayors presenting design issues facing their cities and architects, planners, and other authorities suggest solutions. The Institute stimulates lively debates, opens new perspectives, and generates creative ideas that have shaped major projects in cities across the U.S.

"It is more important to talk about what buildings and places should do rather than what they look like."

Hugh Hardy



Recent Events

MICD: 36

October 2005
Charleston, SC
South Carolina
Aquarium

John Boorn
real estate developer

Ellen Dunham-Jones
architect, educator

Reese Fayde
community developer

Ed Feiner
architect

Ray Gindroz
architect, urban designer

Hugh Hardy
architect

Troy Russ
transportation specialist

Gene Winstead *Bloomington, Minnesota*
With the new light-rail line that connects downtown Minneapolis to Bloomington and the Minneapolis/St. Paul International Airport, the City is investigating opportunities to create a high-density, transit-oriented development at Bloomington Central Station.

Fred Armstrong *Columbus, Indiana*
The City is working to develop a Civic and Entertainment District, a proposition that could revitalize underutilized spaces in downtown and bring residents and tourists into the area.

Michael Moncrief *Fort Worth, Texas*
The City is exploring an aggressive plan to create a vital new waterfront district on the Trinity River. By redirecting the river, the resulting islands are slated to be developed into three distinct neighborhoods, thread together by twelve miles of waterfront and associated trail systems.

Brent Warr *Gulfport, Mississippi*
The City is contemplating plans for rebuilding in the aftermath of Hurricane Katrina. With a large portion of the city devastated and suggestions for rebuilding pouring into the city, the city is looking to coordinate its own rebuilding efforts with those of the region.

Joe Reardon *Kansas City, Kansas*
The City is looking to develop two sites located within its downtown. Influenced by the recent momentum of development downtown, the City is exploring a variety of uses for these sites, including market-rate housing, retail, and a Children's Campus.

William Haslam *Knoxville, Tennessee*
With master planning efforts underway to redevelop the south waterfront of the Tennessee River, the City is considering upcoming challenges, including transportation, infrastructure, existing facilities, and public process.

James Holley, III *Portsmouth, Virginia*
The City is in the process of converting land which once housed temporary housing for WWII veterans into a residential development that encompasses a local community college and a business park.

MICD: Chicago

December 2005
University of
Illinois - Chicago

Robert Bruegmann
educator, historian

Sarah Dunn
architect, educator

Philip Enquist
architect

Martin Felsen
architect, educator

Doug Garofalo
architect, educator

Ralph Johnson
architect

Eva Maddox
interior designer

John Ronan
architect

Elva Rubio
architect, educator

Linda Searl
architect

Stanley Tigerman
architect, educator

Joseph Valerio
architect

Xavier Vendrell
architect, educator

Arlene Mulder *Arlington Heights, Illinois*
The City is considering expanding an existing Metra line transit-oriented development to alleviate perceived problems with parking, affordable housing, and the lack of commercial diversity.

Thomas Weisner *Aurora, Illinois*
In anticipation of economic and population growth, the City is studying how existing transportation systems can be linked together and used to spur transit-oriented development in downtown and on the riverfront. The city is looking to create tax incentives to serve as a catalyst and is interested in pursuing development that is environmentally friendly.

Ed Schock *Elgin, Illinois*
The city is looking to develop the "Yenerich Farm" area – a 575-acre plot that is centrally located within Elgin's rapidly developing western edge. The Elgin City Council adopted a comprehensive plan for the development which calls for compact, mixed-use neighborhoods of higher density housing, employment and retail that are pedestrian-friendly and well served by transit and roads.

Scott King *Gary, Indiana*
In an attempt to diversify the economic base in Gary, the city is exploring development in the northwest corner of the city. With easy access to the airport, a major rail line, and the Lake Michigan waterfront, the area provides opportunity for both immediate and long-term paths to economic diversification.

David Pope *Oak Park, Illinois*
Oak Park is proposing a Greenway initiative that would reinterpret the idea of public open space. Strategic North-South and East-West streets in Oak Park would be transformed into pedestrian- and biker-friendly greenways by replacing the existing street section and creating a seamless landscape and multi-use path that gives joggers, hikers, and pedestrians primacy over automotive traffic.

Daniel McLaughlin *Orland Park, Illinois*
The City – a rather traditional automotive suburb – is looking to create a new urban core. In looking at a suburban downtown model, the City has identified three potential new walkable districts: a transit-oriented development adjacent to the Metra station, a central core retail district which incorporates big box retail, and an I-80 mixed-use district that diversifies Orland Park's economic base.

Rita Mullins *Palatine, Illinois*
The City is looking to develop a commercial corridor along the Northwest Highway. Currently limited in its commercial and retail potential because of its shallow lot depths and proximity to the freeway, the City is exploring the implications of widening the lots by acquiring nearby residential lots.

Lawrence Morrissey *Rockford, Illinois*
The City is seeking to improve access on arterials to its Central Business District (CBD). With the interstate running approximately seven miles away from the CBD, this improved access is viewed as an opportunity for the rebirth and renewal of the core part of the city. The challenge is to develop systems such as boulevards, parkways, and bus and light rail corridors that balance the quality of access and possibilities for positive development along the arterials that converge on the city core.

Announcements

Governing Magazine recently named Denver, **Mayor John W. Hickenlooper** (MICD 34, 2004) a "**Public Official of the Year.**" Hickenlooper built a transit support coalition broad enough to include Republicans and Democrats, cities and suburbs, labor unions and chambers of commerce, and won passage of a bond referendum that will remake transportation in his entire region.

The **American Planning Association National Planning Awards** honor the most outstanding efforts in the art, science, and profession of city and regional planning. The The National Capital Urban Design and Security Plan in Washington DC (**Mayor Anthony Williams**, MICD 34, 2004) recently received a Current Topic Award in the category of Safe Growth.

The Waterfront Center announced its 19th annual "**Excellence on the Waterfront**" awards at its annual conference in Savannah, GA in November. Taking the top award in Planning was the *Trinity Uptown Plan*, a project brought to the MICD by Fort Worth **Mayor Michael Moncrief** (MICD 36, 2005).

The World Leadership Forum awarded Salt Lake City a **World Leadership Award** in the environmental category at a ceremony at the Royal Courts of Justice in London on December 7. **Mayor Ross "Rocky" Anderson** (MICD UPenn, 2005) was on hand to accept the award.

Winners and Finalists for the 2005 **All-America City Award** Winners were announced this past June. Athens, GA (**Mayor Heidi Davison**, MICD South, 2004) was cited as a finalist. The Awards recognize cities for encouraging grassroots citizen participation and collaboration from the public, private, and non-profit sectors.

The **International Downtown Association** recently honored recipients of the 2005 **Downtown Achievement Awards** at a banquet on September 12 as part of the 51st Annual Conference in Denver, CO. Among the recipients were Tampa, FL (**Mayor Pam Iorio**, MICD 35, 2005), Stamford, CT (**Mayor Dannel Malloy**, MICD 24, 1998, Universities 2000), Milwaukee, WI (**Mayor Tom Barrett**, MICD 35, 2005), Indianapolis, IN (**Mayor Bart Peterson**, MICD 29, 2001), Seattle, WA (**Mayor Greg Nickels**, MICD 34, 2004), and Kansas City, MO (**Mayor Kay Barnes**, MICD 30, 2001)

The 2005 **City Livability Program Award** winners were announced in Chicago at the **Annual Conference of Mayors** in June. City Livability Awards recognize and honor mayors for exemplary leadership in developing and implementing programs that improve the quality of life in American's cities. Among the first-place winners were Seattle, WA (**Mayor Gregory J. Nickels**, MICD 34, 2004) and Trenton, NJ (**Mayor Douglas H. Palmer**, MICD 12, 1992). Cities cited as outstanding were Dayton, OH (**Mayor Rhine L. McLin**, MICD 33, 2004) and Dearborn, MI (**Mayor Michael A. Guido**, MICD Midwest, 2002). Albuquerque, NM (**Mayor Martin J. Chavez**, MICD 19, 1995), Little Rock, AR (**Mayor Jim Dailey**, MICD 22, 1997), Miami, FL (**Mayor Manuel A. Diaz**, MICD 34, 2004), Providence, RI (**Mayor David N. Cicilline**, MICD 35, 2005) and Salt Lake City, UT (**Mayor Ross "Rocky" Anderson**, MICD UPenn, 2005) each recieved honorable mention awards.

Upcoming Events

MICD: California
Feb 2–4, 2006
UC Berkeley
Berkeley, CA

MICD: Miami
Feb 21–23, 2006
Miami, FL

MICD: San Francisco
Spring 2006
San Francisco, CA

U.S. Conference of Mayors Summer Meeting
June 2-6, 2006
Las Vegas, NV

Contact the Mayors' Institute for more information.

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Newsletter

The Mayors' Institute on City Design

The Mayors' Institute on City Design is an initiative established by the National Endowment for the Arts and administered through a partnership with the United States Conference of Mayors and the American Architectural Foundation. The Mayors' Institute is dedicated to improving the design and livability of America's Cities.

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